

CONTROLLING THE SIZE AND COMPOSITION OF THE AGENCY STAFF

This paper deals with the measures which will be of use in accomplishing a 2% reduction in the size of the Agency staff in fiscal year 1960.

In order to effect a reduction of 2% without increasing the average grade of the Agency, it would be necessary to:

- a. Restrict recruitment.
- b. Control promotions.
- c. Effect separations.

The process to be followed in accomplishing these ends can be reduced to the following steps:

- a. Determine the personnel requirements of each of the Agency's operating units by grade, specialty and career service. This is done by bringing the planning papers (formerly tables of organization) up to date. While it is recognized that the size of operating units is no longer controlled by ceiling allocations, the relative priority of their task can properly be expressed in the planning papers.

- b. Translate these requirements into staffing authorizations of the Career Services, the total number of positions authorized not to exceed the pre-established Agency ceiling.

- c. Derive from the Career Service staffing authorizations:

- (1) The minimum numbers of persons that must be recruited in order to maintain essential operations and continue JOT recruiting.

- (2) Promotion rates consistent with a balanced reduction in the size of the Agency.

- (3) The number of separations by career service and within career service by grade required to bring the Agency down to its proposed strength.

- d. Subtract from the number of separations required those separations which may be expected to take place as a result of voluntary resignation or retirement, mandatory retirement, illness and death. The resultant figure will be the number of persons by career service to be separated at the instigation of the Agency.

- e. Plan for the accomplishment of these separations.

It will be seen that the responsibility for action at the working level begins with the manpower task force and the operating official and that it ends with the career service chief and the Director of Personnel. Both stages in this process will require careful study and attention. However, in view of the fact that the actual selection of individuals to be separated and the actions necessary to separate such individuals will require judgment, tact and judicious review, I urge that the first stage, i.e., steps 3 a,b and c above, be completed by 1 July 1959 at the latest.

Although it is not possible to predict accurately the number of involuntary separations that we will be required to make in order to reduce by 2%, some indication of what this figure will be is illustrated by a look at the effect of the program proposed on the GS-15 level. This level of personnel will be reduced by 2% positions. Based on current attrition rates GS-15 personnel will leave the Agency during 1959, and under restricted recruitment new GS-15's will enter on duty. Probably not more GS-15's will be promoted to GS-16. The net effect of the reduction in GS-15 personnel authorized, attrition, recruitment, and promotion to GS-16 would leave spaces available throughout the Agency for the promotion of GS-14 individuals during 1959.

Statistically, this may be illustrated as follows:

Spaces Gained:	Through Attrition	[REDACTED]	25X9A2
	Through Promotions to GS-16		

Spaces Lost:	Through 2% reduction	[REDACTED]	25X9A2
	Through Recruitment		

Spaces Available for Promotion:

This extremely limited number of promotions to GS-15 which we may face contrasts sharply with past promotion practice which has resulted in [REDACTED] to GS-15 during FY 1958 and similar numbers during previous years. It can be readily seen that the situation described would be quite unhealthy in terms of the Agency providing incentives for performance and continued service for those we can ill afford to lose.

Accordingly, it will be necessary to take specific forceful action to increase the separation figure. This may be accomplished by setting high standards of qualifications and performance for the GS-15 level, and following this step with a careful, searching evaluation of personnel of this level in order to separate or adjust the grade downward of individuals who do not meet the standards. The separation of an individual in GS-15 has the effect of making available one promotion to GS-15, one to GS-14, and so on down the line; downward grade adjustment of a person from GS-15 to GS-14 makes available only one promotion to GS-15. Thus, if we are to increase the promotion quota from [REDACTED] at GS-15 to [REDACTED] it will be necessary to increase the number of separations or downward grade adjustments of GS-15 personnel by [REDACTED]

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[REDACTED] ILLEGIB

From a personnel management point of view, it is desirable that the necessary reductions occur as a result of the operation of the routine processes of the Agency's Career Service Program and that no extraordinary measures be introduced. For this reason it is timely to review the various ways in which personnel may be separated and to propose certain new ways in which the number of routine separations may be increased.

ILLEGIB In reviewing the sub-paragraphs that follow, it must be kept in mind that the Agency has an exceptionally low turnover of personnel. Our people don't want to leave. Many believe that CIA service has made them unfit for other work. Those who fall below Agency standards should, of course, be forced out. However, in reducing some of our activities we will need to let go men and women who have performed well. ILLEGIB It is therefore most important that each of the methods reviewed herewith be given careful consideration and, if accepted, strong support.